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Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report has been prepared pursuant to General Assembly resolution 66/182. The report describes the activities undertaken by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to offer African countries technical support in crime prevention and the strengthening of criminal justice systems. It describes Africa's crime situation and the effect it has on the region's socioeconomic development. It highlights the reforms in legislation and policy in the Africa region and makes reference to regional and international cooperation initiatives between the Institute and other institutions.

The Institute's strategies for mobilizing the necessary resources to fund its schedule of activities are also detailed. The report presents an overview of the difficulties that limit the capacity of the Institute for smooth operation and delivery of services. Opportunities for realizing the much-needed funding to support the programmes of the Institute are also discussed.

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I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 66/182. The report describes practical measures proposed by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders in response to requests by Member States and other stakeholders, emphasizing the crucial role of collaboration in combating transnational organized crime. The report also highlights action taken by the Institute consistent with the needs of African countries in addressing crime. Furthermore, it describes Africa's dynamic and sophisticated crime landscape in the context of the continent's weak institutional capacity and makes recommendations for intervention, based on the tailored innovative strategies, research, exchange of knowledge and good practices promoted by the Institute. The report also discusses a range of alternative options proposed as remedial measures, including efforts made by African countries to diversify their criminal justice systems by using alternative community sanctions for identified offences in order to alleviate the soaring costs of imprisonment and promote restorative justice featuring relevant African traditional values. The report describes the role of the Institute in promoting crime prevention among the strategic values of management of public affairs in Africa and explores the practical measures intended to make the Institute a more effective medium for the delivery of home-grown and sustainable solutions to the African continent. Proposals for transforming the Institute into a more relevant mechanism to protect Africa's emerging socioeconomic environment, including measures for mobilizing funds to facilitate the implementation of its schedul · of work, are also discussed.

2. The crime problem in Africa continues to assume new and dynamic dimensions stemming from a variety of factors as the continent opens up to new areas of cooperation and collaboration. Some of those factors are attributed to the continent's own traditions and unique perspectives, which contribute to the exclusion of certain sectors of populations, such as the elderly, women and children, from activities designed to promote comprehensive social growth. This could potentially lead to societal fragmentation, human rights abuses and an escalation of crime.

3. The need for reforms is a manifestation of the inequitable distribution of resources, coupled with growing inadequacies in the current regimen of crime prevention and criminal justice administration in a number of countries. With rampant poverty seen as a defining factor of the crime situation in Africa, the continent is focusing on improving investments, trade and commerce and emphasizing general business ventures as a way to offer employment, improve national tax revenue and provide necessary budgetary support for the delivery of all services. It is expected that, by mitigating economic crime, including by investing in crime prevention, significant resources for the provision of services and a general improvement in living standards would become available.

4. The inadequacy or lack of policies for environmental protection is having detrimental effects on Africa's ecosystem. The World Wide Fund for Nature International considers that ecological resources in Africa are facing severe diminution and that the capacity for recovery is limited. Reports indicate that wildlife populations have declined by more than 30 per cent in the past four decades, which not only affects tourism revenue but also destabilizes the

region's ecosystem. Several populations of mammals, birds, reptiles, amphibians and fish are being affected similarly. It is realistic to expect that Africa's record of overexploitation and raw export of natural resources will threaten the capacity to preserve and sustain resources, which will have serious implications for human health, wealth and well-being.

5. The depletion of natural resources in Africa is exacerbated by wanton destruction. According to the World Wide Fund for Nature International, wildlife is under pressure from ever-growing human demands for resources. This is made worse by Governments' policies, which seem to emphasize industrial growth as the driving force for African economies, to the detriment of agricultural production, thus undermining the precarious food-production capacities.

6. Consequently, Africa's ecological condition is facing the threat of further degradation. The inadequacy or lack of policies for environmental protection is also having a detrimental effect on the capacity of countries to produce food and cash crops. The steady growth of population in Africa is not matched by food production, availability of water, energy or wealth to sustain a good standard of living, and one of the possible implications could be an escalation of crime and a despondent population vulnerable to victimization by criminal groups. Crime prevention strategies will therefore require planners to focus on the coordination of activities that would promote development based on sustainable agricultural production and preservation of the environment and that would offer cheap sources of energy for small and medium-sized agro-based industrial enterprises.

7. Crime continues to occur in every part of the continent and in every stratum of society. Its perpetrators and victims are people of all ages, incomes, backgrounds and status levels. More importantly, crime is becoming entrenched as a way of life for criminal groups, which seek victims in the rural areas, thereby complicating the landscape of criminality in Africa's hinterland. Reports available to the Institute continue to indicate that crime is steadily penetrating all sectors of government administration, centres of spirituality, chambers of criminal justice administration and the boardrooms of the corporate world. The continent is a source, transit point and destination for new trends in crime that are difficult to control for individual countries using conventional policy measures.

8. Africa has endured the debilitating effects of new trends in transnational organized crime, which make the region insecure and unstable. Fundamental changes will have to be made in addressing the region's complicated crime scenario. Building on the available means, police, local communities, schools, prosecution services, lawyers, legislators, prison authorities, employers and probationary services will have to consider changing their methods of work to provide robust innovative and integrated solutions. No single formula, no single theory, no single assumption can appropriately explain the amorphous phenomenon of crime.

9. Controlling crime is no longer a task that is principally for the police, prosecution services, courts and prisons, and it is not a function of legislative processes alone. It also calls for the utilization of alternative remedial measures, including the application of standards of ethical conduct, local traditions, counselling and other emerging correctional rehabilitation measures. Africa will rise above the current position of vulnerability by implementing viable strategies, including those aimed at the successful social rehabilitation and reintegration of

prisoners. On the basis of its mandate, the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, together with other crime prevention agencies, is currently in the process of adjusting its action plans to respond to these new challenges.

II. Governance and management

A. Governing Board

10. The next meeting of the Institute's Governing Board is scheduled to be convened at the conclusion of consultations among member States and other stakeholders. The agenda for the next meeting will include the following issues: improving the visibility of the Institute through programme activities tailored to member States' crime prevention needs; diversification of its resource base, resource mobilization and increased budgetary support from the United Nations budget; capacity for income generation through projects; increased cooperation with potential partners; innovative intervention action plans to address the dynamic crime challenges in Africa; strategies for convening the Conference of African ministers of justice and security; and human resources concerns.

11. Building on the decisions of the Governing Board at its eleventh session, in Nairobi on 27 and 28 April 2011), the focus of the Institute's management will be on consolidating momentum in order to promote visibility as a viable strategy to elicit the needed support from the Institute's member States.

12. The Institute will also make efforts to seek the Board's support for its endeavours to redefine itself as a practical entity, with enhanced legitimacy and ability to resolve Africa's crime problem, following the review process approved by the Board in 2010. At the heart of the Institute's efforts is the need for mobilization of resources to develop a centre of excellence for crime prevention and criminal justice and to oversee the evolution of this idea into reality. The Institute will concentrate its efforts on looking for pragmatic solutions to crime prevention and criminal justice in Africa by focusing on the practical implementation of General Assembly resolution 66/182.

B. General direction and management

13. The selection process for filling the post of Director of the Institute concluded with the appointment of Davies Mweemba Chikalanga, who assumed office in May 2012. It is expected that the other vacant posts will soon be filled so as to have a full team of experts and that the appointment of the new Director will give a boost to the Institute's management, policy development, guidance and implementation.

14. Africa's response to crime prevention will depend in part on the capacity of the Institute to mobilize and incorporate the diversity of concerns involving all relevant stakeholders. Significant to this effort is the need to maximize the Institute's ties with corporate, international and regional partners, including individual experts, academic institutions and civil society organizations, in order to tap available synergies in responding to the crime problem.

15. Through regional initiatives, the Institute will try to enhance collaboration with its network of partners so as to enlist their cooperation with relevant authorities in curbing crime and will take a pivotal role in maintaining security, peace and stability as prerequisites for development. The Institute's mandate requires it to offer the necessary technical assistance to identify and coordinate action to ensure the success of crime prevention strategies.

16. At its next session, expected to be held later in 2012, the Governing Board will focus on the delivery of practical solutions to the crime problem affecting Africa. The expected review of the Institute will take centre stage in this respect, and review proposals will be brought to the attention of experts from the Economic Commission for Africa, the African Union Commission and the United Nations Office on Drugs and Crime (UNODC).

III. Substantive programmes and activities

A. Overview

17. In Africa, experience is gradually showing that prisons are a drain on national resources and have little impact as a deterrent to crime. For this reason, there should be a fundamental shift away from the misconception that crime prevention is the preserve of the police, judiciary and corrections institutions alone and that imprisonment is the only effective and just sanction. Reports indicate that a rising proportion of inmates in African prisons consists of recidivists and remandees. Penal Reform International (PRI), citing the International Centre for Prison Studies, affirms that in 28 out of 40 African countries studied, the number of prisoners exceeds capacity, with 9 countries' occupancy levels standing at more than twice capacity. Accordingly, momentum is growing in the development and utilization of alternative sentencing. The Institute is consequently discussing community corrections instruments such as probation, community service orders and parole with criminal justice personnel in Africa.

18. Consistent with its role as a focal point for promoting the rule of law and enhancing the active cooperation and collaboration of Governments and other partners in crime prevention and criminal justice in Africa, the Institute is making efforts to sensitize relevant authorities and local communities about the value of non-custodial sanctions as a viable sentencing option to enhance community participation and improve the chances of harmony through increased interaction between offenders and victims.

B. Project activities

19. The dynamic nature of crime and its ever-increasing impact on Africa's development are shaping policy development and leading to wider debates with a focus on practical innovations. It is now widely acknowledged that no country has the capacity to fight crime on its own. On the basis of research carried out to identify and assess threats posed by new trends of crime, conventional approaches to crime challenges are increasingly refined by means of new inputs and ideas and policy formulations tailored to suit specific challenges. Innovative approaches are

steadily taking the place of conservative ones. Through ongoing dialogue and systematic interaction with relevant sources of information, crime data and expertise based on good practices facilitate the process of regional and international harmonization of policy for crime prevention. The value of research in identifying and building an empirical body of knowledge to be used in this regard cannot be overemphasized.

20. Africa's escalating crime problems increasingly put pressure on the Institute to undertake collaborative programmes in the following areas: research; training and human resources development; information-gathering, dissemination and documentation; and advisory services for Governments, based on the mandates of relevant resolutions of, inter alia, its Governing Board, the African Union Commission and the General Assembly. Resource deficiencies may pose a considerable challenge to Africa's priorities in strategic planning for crime prevention as a safeguard to peace, security, good governance and development. However, the Institute's cost-sharing initiatives with UNODC, Member States and the institutes of the United Nations crime prevention and criminal justice programme network, as well as with other donors, could make the mandated activities possible and ultimately establish the Institute as a centre of excellence by promoting its standards.

21. The Institute has continued to participate and share its expertise in global, regional and local conferences, workshops and seminars. The Institute's engagement in such events has often resulted in the establishment of bilateral and multilateral networks for technical support in emerging projects.

1. Research

(a) Community corrections

22. Following up on its "From prison back home" project, the Institute is benefiting from partnerships centring on its capacity to offer technical support to facilitate the change from punitive (imprisonment) to correctional (rehabilitation) policy. The advantages of correctional policies lie in the wider sensitization and involvement of the general community and of criminal justice personnel. To that end, the Institute provides its expertise to the African Correctional Services Association (ACSA), Prisons Rehabilitation and Welfare Action and the International Corrections and Prisons Association for the Advancement of Professional Corrections. It has also teamed up with Prison Reform Intervention in Africa (PRIA) and Prison Fellowship International to promote correctional policy research in Africa.

23. The Institute has been requested by Member States to highlight non-custodial sentences and the need to recognize probation, community service and community corrections in Africa as a separate correctional instrument of the criminal justice system. This issue will be discussed at the next conference of ACSA, in Kampala in October 2012.

24. With regard to community corrections, the Institute's programme of work will present updates underscoring the relevance of community sanctions in Africa with a view to making probation and community-service orders a practical correctional initiative, and making imprisonment an alternative to it, whenever feasible.

25. A proposal to set up a continental and/or regional forum, similar to the ACSA forum for prisons and corrections, where concerns, practices, knowledge and experiences would be shared to promote community corrections, has been put forward, and the forum is scheduled to be established before the end of the year. In this regard, it was agreed that regional conferences for community corrections personnel would be convened for the African region, starting with East Africa in August 2012, following consultations with stakeholders. The Institute was tasked to take the lead on this initiative at the recently concluded meeting with community-service officials from Kenya and Uganda.

(b) Evaluation of the Kenya community-service orders programme

26. The evaluation study of the Kenya community-service orders programme was concluded last year, thanks to the Government of Kenya, which shared the costs and responsibilities with the Institute. The report on the study is currently being printed and is expected to be published in July 2012. The report stresses the value of alternative sentencing as a measure for reducing prison overcrowding. It will be disseminated as widely as possible so as to share recommendations and best practices, to provide information about policy changes and harmonization of practices, and to facilitate reforms and promote community corrections as much as possible.

27. The Institute has also taken up the requests from Kenya and Uganda to emphasize a critical development in criminal justice administration, i.e. the need for special initiatives to cater for remand prisoners. It was recalled that little was being done to focus on remand prisoners and their special needs, including prisoners in the category of special needs offenders. Attention was also drawn to the need for policies to regulate the transfer of prisoners in custody and community corrections across borders.

(c) Technical assistance to the Malawi Police Force

28. The Inspector General of Police in Malawi has made a request for technical assistance in strengthening the criminal justice system. Other areas for intervention include: investigation skills for the collection of evidence to facilitate prosecution; enactment of relevant legislation to combat trafficking in persons; drug trafficking and other serious crimes; use of information and communications technology by experts, including marine and aviation specialists, accountants and pathologists; and practical responses to the challenges of overcrowding in prisons, including prospects of introducing alternatives to imprisonment such as parole, probation and community corrections. The Institute is working out modalities of intervention and prioritization with the relevant experts and authorities in Malawi with a view to making Malawi the centre for intervention in the Southern African subregion for similar issues of concern.

(d) Drug situation in Africa

29. Due to the upsurge in serious and high-profile crimes attributed to illicit drug activities, which undermine development and stability in Africa, a study on the drug situation in African correctional facilities was carried out by the Institute in 2011, starting with the East African subregion.

30. The study highlights drug control challenges in prison settings, and preliminary reports indicate that this situation is shared by several African countries. The study is also scheduled to be carried out in other regions. The recommendations have highlighted research initiatives undertaken in cooperation with the African Union Commission and UNODC, as well as with other partners, centring on the revised African Union Plan of Action on Drug Control and Crime Prevention (2007-2012). The findings of the study were shared at the continental consultative meeting of drug control officers held in Kampala in October 2011. They stressed the need for strengthening drug control in Africa, while showcasing the Institute's programmes in addressing Africa's crime problem.

31. Importantly, the consultative meeting in Kampala emphasized the need for regional political coalitions in order to facilitate harmonization of policy and legislation, enhanced sensitization and utilization of focal points in countries for the monitoring of illicit drug activities.

(e) Cyberwatch project

32. The Institute, in conjunction with the African Center for Cyberlaw and Cybercrime Prevention, created by the Institute to fight cybercriminals, together with other partners, is currently strengthening efforts against cybercrime in Africa. Through public-private partnerships aimed at raising awareness of identity theft, the Center is promoting the need for effective legislation and proactive policy to regulate online and computer-related transactions. In most African countries, there is no legislation or effective authority to curb cybercrime. Even in countries where there is some form of legislation against cybercrime, its enforcement is not effective because of lack of resources. The Institute is currently mobilizing support and resources to launch a continental project aimed at facilitating the implementation of relevant legislation and sustained action against cybercrime. The project will involve putting laws in place where there has not been any regulatory mechanism and taking strong measures to create coalitions to safeguard Africa's resources against exploitation.

(f) African Journal of Crime and Criminal Justice

33. There is growing momentum in accessing and utilizing the *African Journal of Crime and Criminal Justice* as a tool for providing information on the development of policies against crime and strengthening criminal justice approaches. This is highlighted by the requests frequently made to the Institute from all over the world. The *Journal* contains contemporary research articles that draw on global expertise on crime prevention. The articles are shared with universities, scholars and research institutions and contribute to raising awareness and opportunities for applying crime prevention practices. Africa's potential for implementing restorative justice strategies and other crime prevention initiatives is becoming more and more relevant through the widespread sharing of ideas published in other regions. The first and second editions of the *Journal* are in circulation, while the third is in progress.

(g) Status of implementation of the Standard Minimum Rules for the Treatment of Prisoners by African countries

34. The Institute has carried out a study and published a report on the extent of implementation of the Standard Minimum Rules for the Treatment of Prisoners by African countries, which has been widely distributed. The report was presented during the meeting of the Expert Group on the Standard Minimum Rules for the Treatment of Prisoners, held in Vienna from 31 January to 2 February 2012. It highlights the fact that the lack of resources of most correctional institutions in Africa affects the application and maintenance of the standards for the treatment of prisoners. Historical factors also seem to undermine the implementation of the Standard Minimum Rules. In addition, most of the infrastructure of correctional institutions is outdated. The implementation of minimum standards requires the reform of existing legislation and practice, and capacity-building to complement the reforms.

(h) Riots and mob justice

35. Member States have requested the Institute to conduct a study in order to get a clearer understanding of the rights of riotous populations and devise strategies for managing riots with a view to minimizing casualties. As noted by the World Bank, many African countries are among the countries that have the highest youth unemployment rates and the youngest populations in the world. Consequently, unless States scale up efforts to create jobs, youth will be more involved in crime and armed conflict.

36. Exploratory visits will be made to determine the extent of the problem and engage stakeholders prior to conducting a study that will highlight the causative factors and make recommendations.

2. Training

37. From June to December 2011, the Institute, together with the Centre for Capital Punishment Studies of the University of Westminster, United Kingdom of Great Britain and Northern Ireland, conducted in Uganda a series of training sessions for lawyers on mitigation of capital sentences. The purpose of the training was to provide lawyers with skills to intervene convincingly in trial processes in favour of alternative sanctions to capital sentences. The main perspective in the training was the sanctity of the life of the accused regardless of his or her status, as well as the principle of fair trial. In this context, the consequences of a capital sentence for the family of the convict and the resultant deprivation of the right to life constitute significant arguments against the death penalty. The project is suitable for replication in other jurisdictional regions because of its human rights values. Notable in sentencing practices are the disparities in sentencing from one country to another and from one offender to another, even for the same crime. The project will therefore focus on harmonization of laws, sentencing and legal practice based on sentencing guidelines.

38. At the request of Kenya, the Institute is carrying out capacity-building for criminal justice personnel focusing on juvenile justice, childcare and protection in Kenya and other countries. Preliminary discussions were held in December 2011, with a delegation from Kenya childcare and protection officials together with the

Japan International Cooperation Agency, in order to prepare a road map of training activities leading to the award of certificates recognized by institutions of higher education; contacts are being established with universities.

39. Driven by demand, the training sessions organized by the Institute will address the needs of Member States. Criminal justice administration has recently taken centre stage, with most requests aimed at developing alternative sanctions to imprisonment and focusing on community corrections. Modules to address skill requirements will be discussed and developed to offer the necessary training to identified personnel.

3. Information dissemination

(a) Website

40. The website of the Institute is constantly being updated and provides information on crime and criminal justice issues.

(b) Digital library

41. Through its interactions with member States, the Institute receives requests for specific national submissions about crime prevention and criminal justice administration to be made available online for a wider audience. The Institute's digital repository can be accessed at the Institute's website (www.unafri.or.ug) under the link "Other resources".

42. DSpace is a digital service that collects, preserves, and distributes digital material and this year the Institute has upgraded its repository from DSpace version 1.2 to version 1.7. Repositories are important tools for preserving an organization's legacy; they facilitate digital preservation and scholarly communication. The digital library includes all the Institute's publications since 1991 and other collections of publications from fellow institutions and the United Nations. It covers all disciplines of crime prevention, treatment of offenders and criminal justice systems.

(c) Reports

43. A report on the extent of implementation of the Standard Minimum Rules for the Treatment of Prisoners by African countries has been published and widely disseminated (see para. 34 above). A report on the drug situation in Africa is being prepared for publication later this year. A report on the evaluation of Kenya's community service orders programme is due for publication in July 2012. The second volume of the *African Journal of Crime and Criminal Justice* has been issued and is available online from the digital library (see para. 41 above). The third volume of the *African Journal* is being prepared.

(d) Periodicals

44. The Institute has been approached by a number of publishers to contribute thematic articles to their publications. The African Union Commission's Department of Social Affairs has a periodical, *Drug News Africa*, to which the Institute has been requested to contribute regularly. The Institute also has similar arrangements with

local and regional partners mandated to disseminate useful information to facilitate crime prevention in schools and communities.

IV. International cooperation and partnerships

45. The implementation of crime prevention activities and the strengthening of criminal justice systems require a coordinated effort, drawing skills, resources, expertise and capacity from a range of sources. Crime has become extraordinarily fluid and sophisticated, posing unprecedented threats to the development of all nations of the world. This is aggravated by the sophistication of new trends of crime affecting the African region, aided by the continent's weak detection and prosecution capacities to deal with well-established and highly organized transnational crime cartels with advanced technological equipment. Because such crime roams across continents and geopolitical jurisdictions, it defeats the ability of countries and regions to take action independently.

46. This reality manifests itself uniquely in Africa, where significant factors hinder the continent's regulatory ability. Consequently, it is important that countries work together and share resources, avail themselves of expertise to revisit existing policy frameworks and include in their plans of action a continuous search for empirical data to align practice with existing threats.

47. Cooperation at the global level and collaboration for the application of regional and international conventions and mechanisms are essential in this regard. In addition, Governments in Africa will have to incorporate private sector players in their efforts to build effective networks encompassing a comprehensive array of possible strategies to protect the continent from the impact of crime. For Africa to benefit from the advantages of cooperation, all relevant stakeholders, including development partners, civil society, academics, individual experts and local communities, will have to be involved in Governments' strategies to address crime. In its resolution 66/182 the General Assembly acknowledged the legitimacy of this approach by, encouraging the Institute

> to consider focusing on specific and general vulnerabilities of each programme country and to maximize the use of available initiatives to address crime problems with existing funds, as well as available capacity, by creating useful coalitions with regional and local institutions

and also by, calling upon the United Nations Office on Drugs and Crime to continue to work closely with the Institute.

V. Funding and support

48. The total income of the Institute for 2011 was $766,235, some 65 per cent more than the previous year's income of $462,637. The increase was due to the revised annual assessed contributions of member States, which were raised from a minimum of $4,150 to $25,062 and from a maximum of $226,000 to $49,500. The assessed contributions received from member States thus rose from $70,965 in 2010 to $415,439 during the reporting period, an increase of about 485 per cent. Secondly, in addition to the income receivable under "Other income", the Institute

received $128,260 from a one-time premium for leased land, thereby increasing other income by 102 per cent from $124,773 in 2010 to $252,396 in 2011. The sources of income for 2011 were therefore as follows:

(a) Assessed financial contributions from member States: $415,439 (54 per cent);

(b) 2011 portion of the United Nations grant: $98,400 (13 per cent);

(c) Other income from the rental of the premises and facilities of the Institute, as well as interest on deposits: $252,396 (33 per cent).

49. For the period from January to May 2012, the total resources of the Institute were valued at $380,950, comprising the following:

(a) The 2012 portion of the United Nations grant for the biennium 2012-2013 $257,606 ($266,900 approved for the first year of the biennium to pay salaries of staff members in the Professional category, minus $9,294 to cover the amount of the overrun in 2011);

(b) Assessed contributions from member States: $70,952;

(c) Other income from rental of the Institute's premises: $52,392.

A. Assessed financial contributions from member States

50. During the reporting period (January 2011-May 2012) the Institute was able to collect $486,391 from the following member States: Cameroon ($34,368); Democratic Republic of the Congo ($113,033); Libya ($63,676); Malawi ($29,188); Mozambique ($12,645); Nigeria ($226,205) and United Republic of Tanzania ($7,276).

51. Of the total amount of $8,447,972 expected to be received by the Institute for the period 1989-2012, only $2,830,857 had been received as at 31 May 2012, leaving an outstanding balance of $5,617,115.

52. Although the Governing Board, on the recommendation of the Secretariat, had changed the mode of assessing member States' contributions, hoping to raise more money than before, the results were not as expected. Out of the 29 member States, only the Democratic Republic of the Congo, Malawi and Nigeria have so far paid the revised rates.

53. The external auditors, in their report on the 2011 statements of accounts, noted that there was a risk that the Institute might not implement its annual approved programmes if the majority of member States continued not to pay their assessed contributions on time, as the Institute's liquidity position was adversely affected. They recommended a vigorous sensitization campaign on the need for member States to pay their assessed contributions regularly. They further recommended that the issue of non-payment of assessed contributions be brought to the attention of the twelfth meeting of the Governing Board, scheduled to be held later in 2012, as a substantive item to be discussed exhaustively by the Governing Board.

54. The Governing Board, in its efforts to improve the performance of the Institute, at its eleventh session, in 2011, appointed a committee composed of

11 members to review the operations of the Institute, including by exploring opportunities for enhanced funding support from all stakeholders.

55. The Institute's secretariat prepared all the necessary preliminary documentation required for the review and forwarded them to the Chair of the committee. However, due to unforeseen pressing commitments, such as the general elections in Uganda (affecting the Chair of the committee) and changes of ministers and other key personnel in government ministries, the convening of the review committee has been delayed, and consequently, all the anticipated changes in the structure and operation of the Institute as well. However, consultations are under way to fast-track the activities leading to the convening of the review committee before the end of 2012.

B. United Nations grant

56. The initial appropriation for the Institute under the programme budget for the biennium 2012-2013 amounts to $365,300, which is the same level as in the previous biennium. The grant would cover the salaries of the current four core Professional staff (Director, Deputy Director, Research and Policy Development Adviser and Administration/Finance Officer) for 20 months, with an additional $28,100 to be taken from other resources of the Institute, including contributions from member States participating in the financing of the Institute's operations. It is estimated that in order to fully finance the Institute's operations from the grant during the biennium 2012-2013, all six core Professional posts, including two frozen core posts of Training Adviser and Information/Documentation Adviser, from the United Nations regular budget, the grant should be increased from $365,300 to $697,900 for the biennium.

57. In paragraphs 12 and 16 of its resolution 66/182, the General Assembly requested the Secretary-General:

(a) To continue his efforts to mobilize the financial resources necessary to maintain the Institute with the core Professional staff required to enable it to function effectively in the fulfilment of its mandated obligations;

(b) To continue making concrete proposals, including for the provision of additional core Professional staff, to strengthen the programmes and activities of the Institute and to report to the Assembly at its sixty-seventh session on the implementation of that resolution.

58. The numerous requests from the Institute to the General Assembly to consider increasing the grant still remain outstanding for consideration. The Institute, however, is grateful to the Assembly for the continued financial support.

59. The Institute wishes once again to request the General Assembly to consider increasing the grant from $365,300 to the required $697,900. This will enable the Institute to immediately unfreeze the two important posts of Training Adviser and Information/Documentation Adviser and also have adequate funds to be able to meet all Professional staff costs for the entire 24 months of the biennium instead of the 20 months covered by the current grant.

C. Other income

60. The following revenue was received for the period June 2011 to May 2012:

Leased premises	$268,461
Rented premises	$28,730
Banking operations (interest receivable and gain on exchange)	$7,597

VI. Future of the Institute

61. Crime prevention and effective criminal justice administration are an essential safety valve to protect societies and to direct development, ensure stability and promote harmony, which are prerequisites for the security of persons and property and the foundation for the rule of law and good governance.

62. Reforms in legislation and policy are essential for effectiveness in crime prevention, due to the dynamic nature of crime. Such reforms will come out of continued research and the building of capacity to assess needs and applicability; hence the need for increased support for the Institute. Crime prevention will therefore require substantial commitment to facilitate programmes put in place to mitigate the effects of crime.

63. For reforms to take effect and establish new thresholds at which new measures will be implemented, tailored to the specific threats identified, there is a need for increased political will and commitment. From the current trend of events, good reasons can be seen for crime prevention to be incorporated in national priorities and included among the strategic sectors of development, utilizing institutional means as well as other feasible mechanisms to fight crime.

64. The Institute will take up this matter with the network of agencies to offer technical support in the field of crime prevention and criminal justice. Furthermore, as a focal point of the United Nations in the region, the Institute, by utilizing its unique access to a variety of resources, will mobilize the essential expertise and offer technical support for enacting enabling legislation involving stakeholders and designing strategies for good governance based on the rule of law in countries where new forms of crime, particularly those resulting from new ventures to exploit natural resources, are emerging.

65. In order to widen the scope of activities at the Institute through the provision of services and workshops, the Governing Board has approved the construction of a centre of excellence for crime prevention and criminal justice in Africa at the current premises housing the secretariat. When it is completed, various courses will be started and there will be ample space for international conferences and technical meetings.

66. The conference of African ministers of justice and interior, which was proposed by the Governing Board at its fourth extraordinary meeting, held in Nairobi on 2 March 2009, is expected to contribute to the reinvigoration of the

Institute with political commitments and resource inputs for the implementation of its mandates.

67. The Institute has been tasked by several countries with assessing the relevance of alternatives to incarceration, given the difficulties experienced in the current regime of imprisonment. The Institute will undertake this mandated activity to promote innovative criminal justice administration options tailored to Africa's specificities.

68. The future of the Institute lies in the successful implementation of its planned programme of activities, which is directly linked to a prompt response to the crime prevention and criminal justice needs of African countries. The limitation to the implementation of the programme of activities continues to be the insufficient budgetary support for the daunting task of fulfilling the crime prevention agenda for the Africa region.

69. Increasingly, the Institute will be expected to take centre stage in matters affecting current trends of crime, at a more proactive level. The Governing Board has approved plans to review the Institute's activities to focus more on the challenges that are unfolding in maintaining stability, peace and security. At the same time, there is hope that the challenges deriving from the lack of funding will eventually be overcome and that the Institute will indeed become a centre of excellence for crime prevention and criminal justice.

70. In its resolution 66/182, the General Assembly stated that it was

> aware of the devastating impact of new and more dynamic crime trends on the national economies of African States, such as the high levels of transnational organized crime being recorded in Africa, including the utilization of digital technology to commit all types of cybercrime, illicit trafficking in cultural property and drugs, piracy and money-laundering, and of the fact that crime is a major obstacle to harmonious and sustainable development in Africa.

Like institutions in other regions that have contributed to the fight against crime and efforts to strengthen criminal justice administration, the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, with its unique relationship with African Member States, with the African Union Commission and with UNODC, is working to consolidate its impact and visibility as a vital component in tackling the problem of crime in the continent in all its forms and manifestations.

VII. Conclusion

71. Crime affects societies and impedes growth and development. The Institute, since its inception, has striven to create sustainable mechanisms for crime prevention. Africa's crime situation is aggravated by the peculiarities of the continent, which seem to draw the region into continued deprivation, endemic weaknesses and increased vulnerability. Even with the current efforts to mitigate the impact of crime on its development, the region suffers from lack of sustainable mechanisms to prevent it. Africa's historical background and geographical location also make the continent fertile ground for the activities of transnational organized crime organizations. And yet in a number of cases, there are traditions in the

continent that can be tapped into for their useful practices for crime prevention and criminal justice.

72. Africa is a region of significant transition in terms of intervention measures for crime prevention. In concrete terms, this means that strategies for crime prevention will have to be tailored to the specificities of each country, even when all countries may belong to the same subregion. In this context, the importance of research to determine the extent of the problem and prescribe the nature of intervention and technical assistance cannot be overemphasized. Africa is a continent in transition also in terms of policy and institutional framework. In this transition there is a need for fairness and equity, values that are reflected in the Institute's programme goals. The Institute's intention is to continue to play a vital role to spearhead the emerging social justice demands in collaboration with UNODC and other institutions.

73. The Institute offers a special entry point to Africa, with its mandate to collate information on the region's characteristics and the technical support in crime prevention and criminal justice it offers to African countries. In the past, member States have demonstrated their capacity and willingness to support the Institute. However, the nature of crime in the region and its serious consequences make it difficult for individual African countries to bring about the necessary changes on their own, without support from the international community. Several resolutions, including those adopted by the General Assembly, the African Union, the Economic and Social Council and the Institute's Governing Board, confirm the necessity of support for the Institute and give increased legitimacy to prospects for future closer cooperation with Member States, institutions and organizations. Crime is better confronted through a concerted effort. Hence, the Institute reiterates its appeal to the donor community, partner agencies, the African Union and the United Nations to support it so that it can assist African States in effectively addressing crime issues.